



STATEMENT OF INTENT

TOURISM BAY OF PLENTY

2020-2021 to 2022-2023

1. OUR REGIONAL BRAND STORY

**OURS IS A PLACE OF POSITIVE ENERGY;
A RICH COASTAL PARADISE BLESSED
WITH RAW POTENTIAL.**

**WHERE CULTURES EMBRACE
AND THE NATURAL GENEROSITY
OF OUR PEOPLE IS AS ABUNDANT AS
OUR FERTILE LAND AND OPEN SEAS.**

**A PLACE OF DISCOVERY –
OUR INGENUITY, DETERMINATION
AND BOLD THINKING CONNECT
US TO THE WORLD.
A LANDING PLACE. A LAUNCH PAD.**

**THE COASTAL BAY OF PLENTY –
A PLACE FOR YOU.**

**KO MĀTOU WAAHI HE NGĀKAU PAI,
HE TAKUTAI HAUMAKO RAWA,
HE WAAHI PITO MATA.**

**HE WAAHI AWHINA O NGĀ AHUREA
TUAKIRI KĀTOA. KO TE WAIRUA
MĀHORAHORA O TE TANGATA HE ORITE
KI TE PARITANGA HUANGĀ PAI O TE
WHENUA.**

**HE WAAHI HURANGA –
KO TĀ MĀTOU PŪMANAWATANGA, TE
MOTUHAKETANGA ME TE WHAKAARO
MURAMURA E HONOHONO ANA
MĀTOU KI TE AO.**

HE TAURANGA MAI, HE TAURANGA ATU.

TE MOANANUI Ā TOI – HE WAAHI MŌU.

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2. PURPOSE OF STATEMENT OF INTENT

In accordance with section 64 of the Local Government Act 2002 and the Local Government Amendment Act 2019, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Western Bay of Plenty Tourism and Visitors Trust (TBOP) for the next three years. This SOI sets out TBOP's strategic framework, activities, and performance measures, as the basis of organisational accountability.

TBOP acknowledges the Enduring Statement of Expectations (ESE) and Letter of Expectation (LOE) from Mayor Powell and Mayor Webber. These clearly articulate the focus areas for TBOP that will contribute to advancing the Western Bay of Plenty's economic prosperity.

3. ABOUT TOURISM BAY OF PLENTY

TBOP is incorporated under the Charitable Trusts Act (1957) and is a not-for-profit entity established to promote and manage the Western Bay of Plenty sub-region (WBOP) as a visitor and tourist destination. TBOP is a Council Controlled Organisation (CCO) and accountable to Tauranga City Council (TCC), Western Bay of Plenty District Council (WBOPDC) and by a separate Letter of Intent with Whakatāne District Council (WDC).

This collective region is known as Te Moananui ā Toi | the Coastal Bay of Plenty.

3.1 Purpose of Tourism Bay of Plenty

TBOP's purpose, as described in its Trust Deed, is to promote the economic welfare and development of the Western Bay of Plenty Region and its citizens through destination marketing, management and any other activity which impacts on that region as a visitor and tourist destination. TBOP is also responsible for providing visitor information services in the region.

TBOP's growing role as a Destination Management Organisation (DMO) is to lead, advocate, and coordinate a cohesive, collaborative, and balanced approach to managing a destination. This is a partnership approach and requires engagement with the community and the support of the Councils to enhance the visitor experience.

Councils have encouraged TBOP to consider how we contribute to the community outcomes for Tauranga and the wider coastal region. These community outcomes are to ensure Tauranga and the wider region:

- Is well planned, with a variety of successful and thriving compact centres.
- Is inclusive, safe, resilient and healthy.
- Has predictable travel times and transport choice.
- Protects and enhances the natural environment.
- Attracts businesses, people and visitors.

3.2 Principal Objective

TBOP takes the leading role in sustainable growth of Te Moananui ā Toi | the Coastal Bay of Plenty visitor economy and management of the destination. TBOP's vision is to "share our love of Te Moananui ā Toi | the Coastal Bay of Plenty with the world" and our mission is "growing a sustainable visitor economy for the benefit of our community." The LOE reflects specific expectations across seven strategic priorities:

1. Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being.
2. Provide leadership for the visitor economy, including the destination management strategy, and support Councils to explore alternative funding mechanisms.
3. Target the right visitors at the right time with the right messages, which will involve working with stakeholders.
4. Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.
5. Enhance the visitor experience by providing fit-for-purpose visitor information services, including the development of Te Tomokanga and the use of digital services.
6. Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.
7. Support TCC's City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities and strengthens Tauranga's reputation as a premier events destination.

Additional activities related to the Coronavirus disease (COVID-19) pandemic:

1. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy.
2. Help to manage and promote the city and region's reputation nationally and internationally, to increase attractiveness and ensure share of voice.



3.3 Role of Tourism Bay of Plenty

TBOP has identified four strategic priorities which will collectively grow demand for the destination whilst enhancing the visitor experience and increasing investment and supply. These priorities are based on a platform of stakeholder engagement and partnership, and sound governance principles. These strategic priorities will be executed under Te Moananui ā Toi | the Coastal Bay of Plenty Regional Brand Story which defines the unique and compelling attributes of our region. The four strategic priorities are:

1. Target the right visitors at the right time with the right messages.
2. Connect with residents.
3. Enhance the visitor experience.
4. Grow capability and increase supply.

The diagram below reflects our growing role as Destination Managers – to *lead, advocate* and *coordinate* the visitor economy, while considering environmental, social, and cultural interests. We also need to ensure we preserve the region’s unique identity and that our visitor-related development is coordinated with residents’ interests.





3.4 Destination Management

The Councils will provide opportunities for TBOP to actively contribute their expertise and knowledge of the tourism industry and economic development in planning for population and urban growth led by the Councils.

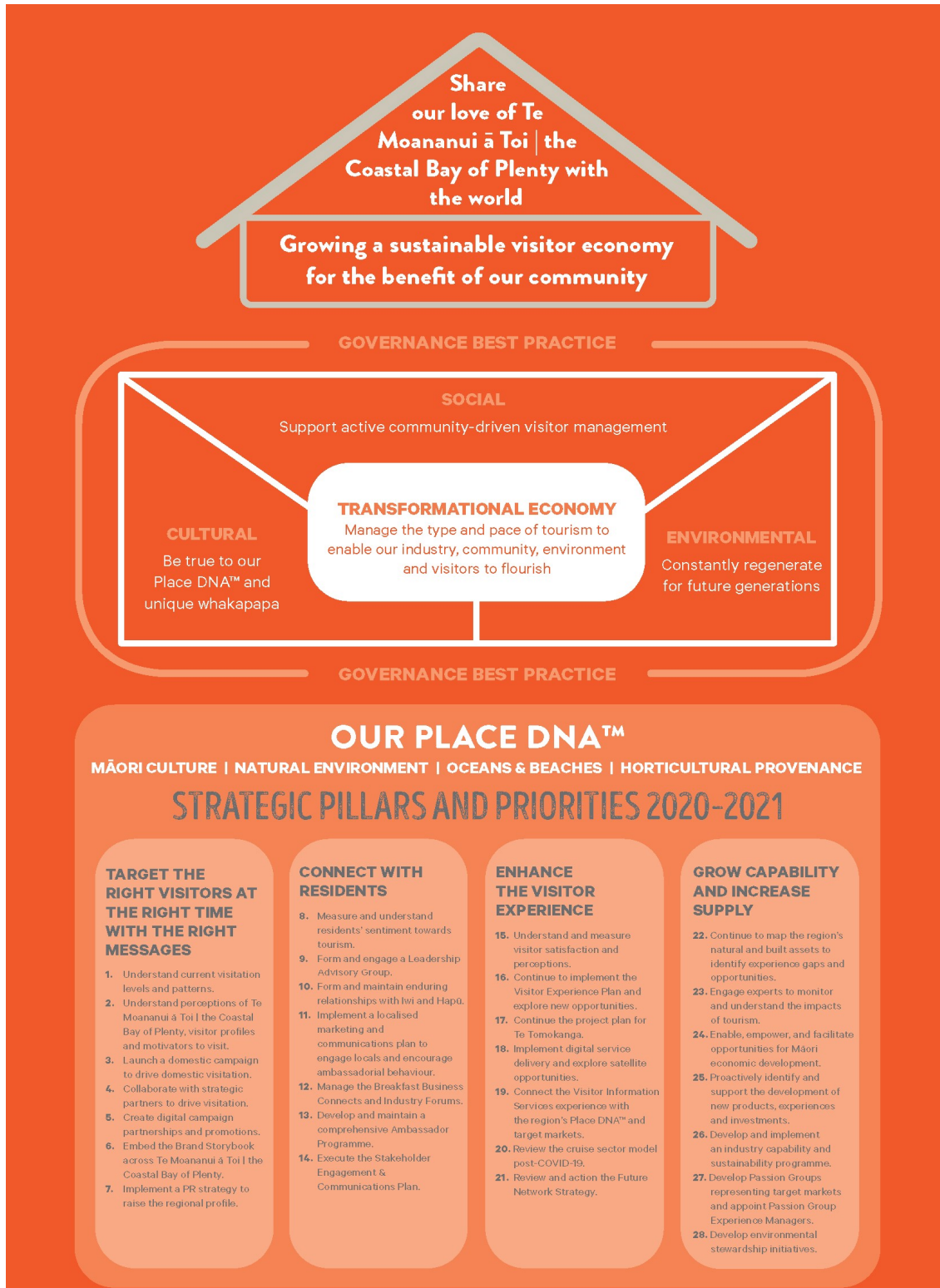
The Ministry of Business, Innovation and Employment (Ministry of Business Innovation & Employment, 2020)¹ defines destination management as involving the management of all aspects of a destination that contribute to a visitor's experience, including the perspectives, needs and expectations of:

- Visitors
- Tourism industry
- Māori/Iwi/Hapū
- Local residents
- Wider businesses
- Central and local government
- Environment.

Destination Management is an ongoing process that requires destinations to plan for the future and considers the social, economic, cultural, and environmental risks and opportunities. It brings together different stakeholders in a collaborative manner to achieve the common goal to which they are all committed, developing a well-managed, sustainable visitor destination. This requires inclusive and coordinated leadership. Destination management needs to engage residents, tourism enterprises, businesses, Māori/Iwi/Hapū, Regional Tourism Organisations, Economic Development Organisations, Tourism New Zealand, and local/regional and central government as appropriate. In order to be successful, we require the support of our local Councils.

¹ (Ministry of Business Innovation & Employment, 2020)

3.5 Tourism Bay of Plenty's Strategic Framework





4. GOVERNANCE

TBOP is a CCO of the Tauranga City and Western Bay of Plenty District Councils. The TBOP Board and management are committed to ensuring the organisation meets recommended best practice governance principles and maintains the highest ethical standards, as outlined in the ESE.

The TBOP Board of Trustees is appointed by the Councils to govern and direct TBOP's activities. The Board is accountable to the Councils for the financial and non-financial performance of TBOP. The Board works collaboratively with the Councils to ensure a bilateral "no surprises" relationship.

4.1 The Role of the Tourism Bay of Plenty Board of Trustees

The Board of Trustees is responsible for the direction of TBOP. In accordance with the ESE, this responsibility includes:

- Acting in accordance with the Trust Deed.
- Developing and overseeing the implementation of TBOP's Visitor Economy Strategy 2018-2028 (VES).
- Advocating and stakeholder management.
- Approving Annual Plans, budgets and the SOI.
- Maintaining Enterprise Risk and Health and Safety systems, policies and controls.
- Monitoring financial performance and achievement of the strategic initiatives and SOI objectives.
- Appointing and monitoring the performance and remuneration of the CE.
- Ensuring the integrity of management information systems and policies.
- Assessing business opportunities and business risks.
- Managing staff engagement, organisational culture and ensuring that TBOP acts as a good employer.
- Complying with relevant law.
- Ensuring TBOP exhibits a sense of social and environmental responsibility.
- Reporting to the Councils.
- Following the decision-making guidelines in the ESE and the TCC Appointment of Directors to Council Organisations Policy and the Significance and Engagement Policies.

The Trustees operate under the TBOP Code of Conduct and the Tauranga City Council Code of Conduct for Directors Appointed by Council to Council Organisations.

The Trustees delegate the day-to-day operation of TBOP to the Chief Executive (CE) of TBOP who reports regularly to the Board.



4.2 Tourism Bay of Plenty Trustees

As of 30 June 2020, the TBOP Board comprises the following trustees:

- Laurissa Cooney (Chairperson)
- Gwendoline Keel
- Jason Hill
- Clare Swallow
- Oscar Nathan

There is one vacant position, for which recruitment is in the final stages.

4.3 Reporting to Councils

4.3.1 Communication Protocol

The Chairperson, Board members and officers of TBOP will adhere to the following communication protocols with the Councils, in addition to the formal reporting requirements:

- Two-way dialogue and a commitment to considering the Councils' strategic priorities and objectives.
- A bilateral 'no-surprises' approach.
- Consultation with the Councils prior to external release of significant changes and/or developments.
- Early notification and collaboration on the management of risks and issues.
- Appraise the performance of the TBOP Board of Trustees at a minimum of every two years, alternating between a Board led review and a Council led review.
- Inform Councils of engagement with central government and submissions to external agencies.

4.3.2 Statement of Intent

The draft SOI for the ensuing financial year will be provided by TBOP to the Councils by 1 March each year. Feedback from the Councils will be considered by 1 May and the final SOI will be provided by 30 June each year. Due to the COVID-19 pandemic these timeframes have been extended by a period of one calendar month under schedule 8(1)(4) of the Local Government Act.

The draft SOI provides a three-year view which is consistent with the ESE and identifies:

- Indicative rolling three-year forecast of performance and position, separately identifying any significant intended expenditure.
- Any likely requests for increased levels of funding from Council.
- Key actions or initiatives to deliver on the objectives of TBOP.
- Upcoming challenges, risks, and opportunities for TBOP.



4.3.3 Reporting

TBOP has adopted 30 June as its balance date.

4.3.3.1 Six Month Report

By 28 February, the Trustees shall deliver to the Councils an unaudited report containing the following information in respect of the six months under review:

- Statement of Financial Performance disclosing revenue and expenditure and comparative prior period and budget figures.
- Statement of Financial Position.
- Progress towards Non-Financial Performance Targets.
- A commentary on the financial and non-financial results for the first six months and a forecast for these results for the full year.

4.3.3.2 Annual Report

By 31 August, the Trustees shall deliver to the Councils a draft Annual Report, and by 30 September a final version of the Annual Report, including audited financial statements, in respect of that financial year, containing the following information:

- Chairman's and CE's reports.
- Audited financial statements for that financial year including Statement of Financial Performance and Statement of Financial Position and Changes in Equity.
- Notes to the financial statements including accounting policies.
- Service Delivery Report summarising TBOP's performance against the SOI strategic priorities.
- Independent Auditor's report on the financial statements and non-financial performance measures.

5. TBOP'S STRATEGIC PRIORITIES AND SUCCESS MEASURES

5.1 Across All Pillars

LoE – TBOP's Strategic Priority: Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy.	TBOP Six Month and Annual Reports.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022.	Achieve the success measures set out in Te Hā Tāpoi The Love of Tourism Annual Plan 2020-2021, which align to the Visitor Economy Strategy 2018-2028.	Achieve the actions set out in TBOP's Annual Plan 2021-2022 (to be developed).	Achieve the actions set out in TBOP's Annual Plan 2022-2023 (to be developed).
Support Councils to explore alternative funding mechanisms.*	TBOP Six Month and Annual Reports.	First stage: Alternative Funding Study completed by TCC in 2017. Second stage: To be led and funded by TCC.	Support investigation of additional alternative funding mechanisms, dependent on TCC budget and timings.	Support investigation/implementation of additional alternative funding mechanisms, dependent on budget and timings.	Support investigation/implementation of additional alternative funding mechanisms, dependent on budget and timings.
Measure visitor spend.	MBIE Monthly Regional Tourism Estimates.	Total visitor spend was \$1,019m in YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	Meet visitor spend benchmark set in June 2021, dependent on market conditions.	Meet visitor spend benchmark, dependent on market conditions.
	MBIE Monthly Regional Tourism Estimates.	Domestic visitor spend was \$803m in YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	Meet visitor spend benchmark set in June 2021, dependent on market conditions.	Meet visitor spend benchmark, dependent on market conditions.
	MBIE Monthly Regional Tourism Estimates.	International visitor spend was \$216m in YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	Meet visitor spend benchmark set in June 2021, dependent on market conditions.	Meet visitor spend benchmark, dependent on market conditions.
	MBIE Tourism Satellite Account.	Cruise sector spend increased by 35% to \$90.3m for the 2018-2019 season (spend for the 2019-2020 season is likely to be much lower given the COVID-19 pandemic shortened the season).	Monitor and report on cruise sector spend, if applicable, and use the information available to set new benchmarks for future years.	Meet cruise sector spend benchmark set in June 2021, dependent on market conditions.	Meet cruise sector spend benchmark, dependent on market conditions.
Measure the contribution of tourism to GDP.	Infometrics.	Tourism GDP for Tauranga & Western BOP was \$511m, representing 5.6% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Meet GDP benchmark set in June 2021, dependent on market conditions.	Meet GDP benchmark, dependent on market conditions.
	Infometrics.	Tourism GDP for Whakatāne was \$75m, representing 4.5% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Meet GDP benchmark set in June 2021, dependent on market conditions.	Meet GDP benchmark, dependent on market conditions.
Measure the number of jobs provided by the tourism industry.	Infometrics.	Tourism provides 8,135 jobs in Coastal BOP (YE March 2019).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new benchmarks for future years.	Meet tourism sector job number benchmark set in June 2021, dependent on market conditions.	Meet tourism sector job number benchmark, dependent on market conditions.

*While TBOP can support Council with the investigation of additional funding mechanisms, the actual securing of funding is outside of TBOP's control, Thus, this performance measure relates to an outcome TBOP can directly affect.



5.2 Pillar: Target the Right Visitors at the Right Time with the Right Messages

LoE – TBOP’s Strategic Priorities:

Target the right visitors at the right time with the right messages, which will involve working with stakeholders.

Help to manage and promote the city and region’s reputation nationally and internationally, to increase attractiveness and ensure share of voice.

Support Tauranga City Council’s City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities and strengthens Tauranga’s reputation as a premier events destination.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Understand current visitation levels and patterns.	MBIE Monthly Regional Tourism Estimates, Marketview Tourism Dashboard, AA Traveller Monitor, and other methods to be determined.	Understand trend of visitation across year based on visitor spend.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.
Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives.	Campaigns in market.	No current baseline data. 2020-21 Campaign calendar scoped based on current market conditions.	Implement campaign calendar as set out in Te Hā Tāpoi The Love of Tourism Annual Plan 2020-2021.	Implement campaign calendar as set out in TBOP’s Annual Plan 2021-2022.	Implement campaign calendar as set out in TBOP’s Annual Plan 2022-2023.
	Campaign Post Analysis Performance Reports.	No current baseline data - new measure to be implemented in 2020-2021.	Monitor and report on campaign measures and use the information to set new benchmarks for future years.	Monitor and report on campaign measures and use the information to set new benchmarks for future years.	Monitor and report on campaign measures and use the information to set new benchmarks for future years.
Build reputation as per Place DNA™ by implementing story theme strategies identified in Brand Storybook research and embed across the Coastal Bay of Plenty.	Tourism Sentiment Index™ (Destination Think!).	Score of +56 for YE December 2019.	Maintained or improved Tourism Sentiment Index™ scores in areas associated with Te Moananui ā Toi the Coastal Bay of Plenty's Place DNA™.	Maintained or improved sentiment scores in areas associated with Te Moananui ā Toi the Coastal Bay of Plenty's Place DNA™.	Maintained or improved sentiment scores in areas associated with Te Moananui ā Toi the Coastal Bay of Plenty's Place DNA™.
	Perceptions Research (Australia & NZ).	No current baseline data - new measure to be implemented in 2020-2021.	Maintained or improved levels of association of Coastal BOP with Place DNA™ themes.	Maintained or improved levels of association of Coastal BOP with Place DNA™ themes.	Maintained or improved levels of association of Coastal BOP with Place DNA™ themes.
	Digital analytics.	No current baseline data - new measure to be implemented in 2020-2021.	Explore and identify the best digital analytics to measure engagement with and performance of digital content.	Continue to measure and improve engagement and performance levels.	Continue to measure and improve engagement and performance levels.
Work with Tauranga City Council City Events team to support events aligning with our Place DNA™.	Collaborative marketing output and feedback from Tauranga City Council City Events team regarding support provided.	Bi-monthly meetings with Tauranga City Council City Events team and support of events on social media and website.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying key events for collaborative marketing and executing associated marketing activity.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying key events for collaborative marketing and executing associated marketing activity.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying key events for collaborative marketing.



5.3 Pillar: Connect with Residents

LoE – TBOP’s Strategic Priority: Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Measure and understand residents' sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the year ending June 2020 is 76% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Meet residents' perceptions benchmarks set in June 2021, dependent on market conditions.	Meet residents' perceptions benchmarks, dependent on market conditions.
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western BOP: The score for the year ending June 2020 is 72% agree (scores of 6 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Meet residents' perceptions benchmarks set in June 2021, dependent on market conditions.	Meet residents' perceptions benchmarks, dependent on market conditions.
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the year ending June 2019 is 75% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Meet residents' perceptions benchmarks set in June 2021, dependent on market conditions.	Meet residents' perceptions benchmarks, dependent on market conditions.
Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™. Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the year ending June 2020 is +27.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Meet residents' satisfaction benchmarks set in June 2021, dependent on market conditions.	Meet residents' satisfaction benchmarks, dependent on market conditions.
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western BOP: The score for the year ending June 2020 is +13.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Meet residents' satisfaction benchmarks set in June 2021, dependent on market conditions.	Meet residents' satisfaction benchmarks, dependent on market conditions.
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the year ending June 2019 is +50.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Meet residents' satisfaction benchmarks set in June 2021, dependent on market conditions.	Meet residents' satisfaction benchmarks, dependent on market conditions.
Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects).	Research results.	No current baseline data - new measure to be implemented in 2020-2021.	Measure satisfaction with the tourism industry in Te Moananui ā Toi the Coastal Bay of Plenty.	Monitor satisfaction with the tourism industry in Te Moananui ā Toi the Coastal Bay of Plenty.	Monitor satisfaction with the tourism industry in Te Moananui ā Toi the Coastal Bay of Plenty.
Implement the Connect with Residents strategy and implement a local's communications plan.	Strategy implementation and outcomes.	No Place Like Home campaign currently in market. No current baseline data - new measure to be implemented in 2020-2021.	Review, refine and continue to implement the Connect with Residents strategy, including measuring the performance of the No Place Like Home campaign.	Review, refine and continue to implement the Connect with Residents strategy.	Review, refine and continue to implement the Connect with Residents strategy.
Develop and maintain an Ambassador programme.	Completion of workshops.	Have begun discussions with Queenstown Resort College regarding implementation.	Complete 1 course.	Complete 2 courses.	Complete 2 courses.
Implement stakeholder engagement & communications plan including Iwi/ and Hapū relationships, Leadership Advisory Group, and Industry events.	TBOP dashboard.	Achieved an average of 74 engagements with key stakeholders per two-month period in the 2019-2020 financial year.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieve an average of 70 engagements with key stakeholders per two-month period.

5.4 Pillar: Enhance the Visitor Experience

LoE – TBOP’s Strategic Priority: Enhance the visitor experience by providing fit for purpose visitor information services, including the development of Te Tomokanga and the use of digital services.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Understand, measure and improve visitor satisfaction and perceptions.	Visitor satisfaction research findings.	No current baseline data - new measure to be implemented in 2020-2021.	Implementation of visitor satisfaction research.	Improve the visitor satisfaction score by 1% per annum.	Improve the visitor satisfaction score by 1% per annum.
Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities.	Visitor Information Services user survey.	No current baseline data - new measure to be implemented in 2020-2021.	Implementation of Visitor Information Services user survey.	Improve the Visitor Information Services customer satisfaction score by 1% per annum.	Improve the Visitor Information Services customer satisfaction score by 1% per annum.
Continue the project plan for Te Tomokanga.	Design progress.	Local and central government funding confirmed.	Complete concept and detailed design, commence site investigations subject to national <i>i</i> -SITE review and market conditions.	Commence build subject to national <i>i</i> -SITE review and market conditions.	Complete build subject to national <i>i</i> -SITE review and market conditions.
Review the cruise sector model post-Covid 19.	Summary report from workshops.	Identified need to review current shore excursion contracts due to the COVID-19 pandemic.	Undertake 3 workshops to explore ideas for re-development of cruise industry to operate post the COVID-19 pandemic (and implement any changes, dependent on market conditions).	Implement and review any changes as result of research, dependent on market conditions.	Review post the COVID-19 pandemic cruise industry and implement any identified changes or enhancements to operations, dependent on market conditions.
Review and action the Future Network Strategy.	Report prepared for Council.	Consulting on Future Network Strategy.	Participate in review of the Future Network Strategy with <i>i</i> -SITE NZ and report to Council.	Implement findings of Strategy with Councils.	Implement findings of Strategy with Councils.

5.5 Pillar: Grow Capability and Increase Supply

LoE – TBOP’s Strategic Priority: Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Map regional natural and build assets to identify experience gaps and opportunities.	Digital map (produced by Stafford Strategy).	Phase 1 of mapping project underway - database of experiences collated and categorised.	Map of regional infrastructure and experiences developed (phase 1), and gaps analysis completed (phase 2).	Keep map current and advocate for development where needed.	Keep map current and advocate for development where needed.
Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options.	Green Destinations certificate.	No current baseline data - new measure to be implemented in 2020-2021.	Achieve Green Destinations certification (to measure environmental sustainability).	Identify and implement regenerative tourism measuring framework.	Continue to implement regenerative tourism measuring framework.
Enable, empower and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences which feature our unique culture, heritage, and history.*	Workshop delivery.	2 roopū established and meeting quarterly or more often.	Deliver 4 workshops for new and existing cultural tourism businesses per annum aimed at upskilling operators and assisting with the evolution of their businesses.	Deliver 4 workshops for new and existing cultural tourism businesses per annum aimed at upskilling operators and assisting with the evolution of their businesses.	Deliver 4 workshops for new and existing cultural tourism businesses per annum aimed at operators and assisting with the evolution of their businesses.
	Workshop feedback surveys.	2 roopū established and meeting quarterly or more often.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.
Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.*	Engagement with investors.	Identified need for investment to stimulate product development.	Create investor attraction package to support new tourism product that aligns with one target market and deliver to relevant parties.	Create investor attraction packages for remaining target markets and deliver to relevant parties.	Update investor attraction packages and share with relevant parties.
Develop and implement an industry capability programme and collaborate with operators to help enhance tourism experiences that align with target audiences and Place DNA™.*	Workshop delivery.	No current baseline data - new measure to be implemented in 2020-2021.	Deliver 3 workshops for new and existing tourism businesses aimed at upskilling operators and assisting with the development of their businesses.	Review and refine workshops and continue if successful.	Review and refine workshops and continue if successful.
	Workshop feedback surveys.	No current baseline data - new measure to be implemented in 2020-2021.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops (if applicable).	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops (if applicable).
Establish and maintain passion groups for niche development to align experiences with target audiences.*	Passion groups.	Surfers & beach lovers group established and one meeting held.	Deliver 4 passion group workshops for niche development to align experiences with target audiences.	Continue to run passion group workshops. Establish new passion groups for the remaining target audiences/DNA™ themes that did not commence in 2020-2021 (if applicable).	Continue to run passion group workshops.
Identify and support opportunities for new ‘tourism with purpose’ and environmental stewardship initiatives*.	Feedback from applicable organisations.	Tourism with Purpose strategy completed.	Identify opportunities for new ‘tourism with purpose’ initiatives and provide support via workshops, networking and PR activity where needed.	Identify opportunities for new ‘tourism with purpose’ initiatives and provide support via workshops, networking and PR activity where needed.	Identify opportunities for new ‘tourism with purpose’ initiatives and provide support via workshops, networking and PR activity where needed.
Business Events development.	Summary report from research.	No current baseline data.	Update Business Events Market Feasibility report and present to board with recommendations.	Establish convention bureau in Tauranga.	Continue development of Business Event sector.

*Several of these performance measures relate to attempting to influence the development of tourism products and experiences which are aligned with our destination’s Place DNA™ and target markets. While we can support, advocate for, help to upskill operators and promote products, the development of product and how those organisations operate is outside of TBOP’s control. Thus, these performance measures relate to outcomes TBOP can directly affect.



5.6 Governance and Leadership

LoE – TBOP’s Strategic Priority: Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being, including exploring opportunities to link in with Tauranga City Council’s staff culture survey. Detailed investigation into moving towards the Living Wage for all employees.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Investigate moving towards the Living Wage for all employees.	Financial records.	Achieved.	Payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.	Continuing to assess the payment of the living wage (as a minimum) to all permanent employees.
Improve organisational culture and staff well-being.	To be determined.	Employee Engagement Score: 80% (June 2020; TBOP Employee Engagement Survey).	Measure staff engagement via either Tauranga City Council’s staff culture survey and/or TBOP Employee Engagement Survey.	Maintain or improve staff engagement/culture score.	Maintain or improve staff engagement/culture score.

5.7 Governance Best Practice

LoE – TBOP’s Strategic Priority: Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.

Performance Area	Source	Baseline (Latest available data, will be updated to June 2020 when possible)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)	2022-2023 Goal (June 2023)
Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.	Variance of profit to budget for year within 5% of total revenue.
Code of Conduct compliance.	TBOP Six Month and Annual Reports.	Achieved.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.
Compliance and regulatory obligations met.	Councils’ feedback.	Achieved.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.
Enterprise Risk Management Policy adherence.	Board confirmation.	Achieved.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.
Maintain good working relationships with Council staff and elected members, observing the ‘no surprises’ principle.	Councils’ feedback.	Achieved.	No surprises principle maintained.	No surprises principle maintained.	No surprises principle maintained.



6. FINANCIAL PERFORMANCE TARGETS AND MEASURES

- Gross revenue is consistent with the agreed budget.
- Expenditure is managed within the agreed budget.
- Working capital ratio of no less than 1 (excluding current portion of term debt).
- Equity to assets ratio is reported on (equity divided by total assets).
- No debt is to be raised to finance operating expenses.

7. ACCOUNTING POLICIES

Financial statements will be prepared in accordance with Tier 2 Public Benefit Entity Accounting Standards. The accounting policies that have been adopted are detailed in the company's Annual Report.

7.1 Asset Management

TBOP will prepare and implement Asset Management Plans for all assets where relevant.

7.2 Ratio of Consolidated Funds

If the Trust is wound up everything reverts to the Councils (to be held in trust for similar purposes). TBOP intends to keep the equity ratio equal to or above 0.5:1.0. The ratio is calculated as: equity divided by total assets.

7.3 Estimate of Commercial Value

The TBOP Board estimate that the commercial value of the shareholders' investment in TBOP is represented by the net assets of TBOP. This value is calculated from total assets less liabilities.

7.4 Transactions Between Related Parties

Transactions between the Councils and TBOP will be conducted on a wholly commercial basis.

7.5 Distribution to Shareholders

TBOP is not expected to make profits; any surplus funds remaining from the annual operations of TBOP shall be carried forward to the ensuing year to continue to meet the primary objectives of TBOP.



8. FUNDING PRINCIPLES

There are five high-level funding principles:

- As a general principle, TCC and WBOPDC will provide ongoing funding to TBOP as a contribution towards operational expenses.
- The role of the Councils is to hold TBOP accountable for the use of funds provided by TCC/WBOPDC, ideally consistent with the Councils' strategies.
- TBOP is encouraged to seek funding opportunities from the private sector and central government in order to maximise the best outcomes for the organisation and the region.
- The TBOP Board must be empowered with sufficient flexibility to determine the best use and allocation of funding to meet required levels of service to the community and visitors.
- TBOP is expected to meet the approved annual budget.
- Any net surpluses are to be disclosed through Six Month and Annual Reports.

8.1 Approach to Funding

TBOP receives an operating grant from both Councils for the purpose of marketing and managing the destination. The operating grant is set through the Long-Term Plan (LTP) process, with the contribution from each Council updated annually in line with the consumer price index (CPI) when TBOP creates its budgets for the coming year.

Council funding for additional operating grant and ad hoc new capital projects is to be assessed on a case by case basis through the LTP or the Annual Plan process.

9. SIGNIFICANT DECISIONS

In accordance with the TCC Significance and Engagement Policy, TBOP will not undertake any activity of a nature or scope not provided for in this SOI without prior approval of the Councils. Specifically, prior approval would be required for TBOP to:

- Form any subsidiary entity.
- Purchase shares in any other entity.
- Dispose of any significant assets e.g. land or buildings.
- Purchase any significant assets e.g. land or buildings.
- Seek partnering solutions that involve the dilution of assets or the commitment of Councils.



10. COMPENSATION FROM LOCAL AUTHORITY

TCC and WBOPDC intends to purchase services from TBOP over the long term and agrees to the level of funding on a rolling three-year basis aligned to the three-year Business Plan of TBOP.

The services for the next three years are currently forecast, as per the table below.

Funder	2020-2021	2021-2022	2022-2023
TCC*	\$2,319,529	\$2,397,847	\$2,479,109
WBOPDC	\$216,396	\$219,858	\$223,376
Total	\$2,535,925	\$2,617,705	\$2,702,485

*TCC's figures include funding for Visitor Information Centres.

The payments will be made quarterly in advance on receipt of a GST invoice, with payments one and two each being 30% of the annual sum, and payments three and four each being 20% of the annual sum.

Western Bay of Plenty Tourism & Visitors Trust

BUDGET	2020/21	2021/22	2022/23
Revenue			
Funding - Tauranga City Council	2,319,529	2,397,847	2,479,109
Funding - Western BOP District Council	216,396	219,858	223,376
Funding - Whakatāne District Council	84,000	84,000	84,000
Retail Sales	37,600	37,600	37,600
Other Revenue (includes industry contributions)	819,546	119,546	119,546
Total Revenue	3,477,071	2,858,851	2,943,631
Less Expenditure			
Cost of Sales	19,400	19,400	19,400
Operating & Marketing	2,627,280	2,009,060	2,093,840
Administration & Overheads	724,901	724,901	724,901
Depreciation & Amortisation	105,490	105,490	105,490
Total Expenditure	3,477,071	2,858,851	2,943,631
Surplus/(Deficit)	0	0	0



11. TERMINATION

If any party wishes to terminate this three-year rolling arrangement due to non-performance or other substantive reason within the control of either of the parties:

- The party may give written notice to the other party specifying the issue and if possible requiring remedy within twenty-eight (28) days, and/or
- Mediation is set to investigate any remedy of the issue, and/or
- If the issue is unable to be remedied to the party's satisfaction, the party must give written notice of intention to terminate this arrangement from a date being not less than one year commencing the forthcoming 1 July. (That is, the party must have at least one full financial year notice commencing on 1 July and ending on 30 June).



12. SIGNED BY

Chairperson
Laurissa Cooney
Tourism Bay of Plenty

Chief Executive
Kristin Dunne
Tourism Bay of Plenty



13. GLOSSARY OF TERMS

CCO	Council Controlled Organisation
CE	Chief Executive
COVID-19	Coronavirus disease
CPI	Consumer Price Index
ESE	Enduring Statement of Expectations
GDP	Gross Domestic Product
GST	Goods and Services Tax
LOE	Letter of Expectation
MBIE	Ministry of Business, Innovation and Employment
MOU	Memorandum of Understanding
NPS	Net Promoter Score™
P&L	Profit and loss
SOI	Statement of Intent
TBOP	Tourism Bay of Plenty
TCC	Tauranga City Council
TIA	Tourism Industry Aotearoa
VES	Tourism Bay of Plenty's Visitor Economy Strategy 2018-2028
VIC	Visitor Information Centre
WBOP	Western Bay of Plenty sub-region
WBOPDC	Western Bay of Plenty District Council
WDC	Whakatāne District Council
YE	Year end